

From Org. & Mgt. 3-2
 Savings & Studies 1961

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SECTION O

JUNIOR OFFICER TRAINING PROGRAM

1. Attention is invited to a memorandum from the Director of Training to the Acting Deputy Director (Support), dated 15 August 1961, subject "Review of the JOT Program for Fiscal Year 1961" (copy reproduced at the end of this section).

2. The memorandum cited above describes significant developments in the JOT Program during FY 1961, reviews the Program's accomplishments and its disappointments, and presents administrative and managerial changes which took place during the year. The paper also indicates the principal actions and changed emphases which are presently planned for the coming year. Accompanying the report when it was originally submitted to you was a Statistical Annex prepared by the Office of Personnel. It is believed that the information reported in the 15 August 1961 memorandum will serve the purposes of this management report insofar as the JOT Program is concerned.

3. It should be noted that, subsequent to preparation of the report which is cited above and reproduced in this section, the Director of Personnel and the Director of Training have agreed that their offices will accomplish a joint analysis of many aspects of the JOT Program. This critical analysis is to be conducted primarily by the plans staffs of the two offices rather than by those office components most closely involved in the Program on a daily basis. The two plans staffs as a group have now developed many questions concerning the Program, and have grouped areas of exploration under the following headings:

Concept of the JOT Program
 Personnel Requirements
 Personnel Qualifications
 Personnel Recruitment and Selection
 The Training Cycle
 Placement of JOT's in Career Services
 Progression of JOT's in the Agency

4. Upon completion of this analysis of the Program, the Director of Personnel and the Director of Training will jointly submit their recommendations concerning the Program to the Deputy Director (Support).

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5. The 15 August 1961 report to the Acting DD/S which is cited above is reproduced as follows:

"REVIEW OF THE JOT PROGRAM FOR FISCAL YEAR 1961

1. This has been a disappointing year for the Program. Primary contributing factors were:

- a. Lack of Agency promotion policy, particularly in the DDP;
- b. Adverse publicity and uncertainties about the Agency's future;
- c. Staff difficulties: New personnel, illness, rotation out without replacement;
- d. Failure to recruit a full class for July 1961 despite increased effort; a separate report has been forwarded.

2. The most significant developments have been:

- a. During the year 593 new files were reviewed, 649 candidates were tested, 439 were interviewed by the staff, and 303 were given pre-employment medical examinations. Eighty individuals entered the Program through external recruitment and ten entered from within the Agency. Fifty-nine trained individuals were permanently transferred to appropriate positions;
- b. The third and fourth classes of the Integrated Program numbered 51 each. Five individuals have been admitted on Directed Assignment;
- c. Four JOT's were given specialized training for DDS assignment;
- d. Five JOT's participated in the first running of a three-month PM course, part of which was spent in the wilderness. They are now on the Contingency Task Force;
- e. The post of Program Coordinator, responsible for all liaison between the JOT Program and OTR Schools, was established;

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f. One JOT from each of six divisions has been given on-the-desk training in [REDACTED] in the IO Division; 25X1C

g. DD/S has approved, with restrictions, the payment of travel costs and transportation of household effects for JOT's at entrance on duty;

25X1A8a

h. One JOT did outstanding work training [REDACTED] nationals for many months. One JOT made an outstanding record in a special project [REDACTED] Two others acted as interpreters for short times;

25X1C14c

i. The five JOT's under deep cover in the [REDACTED] Program are reported by Chief, Central Cover Group, to be performing in an outstanding manner;

25X1A2d1

V

25X1A9a

j. [REDACTED] has rotated to be Chief of Training, [REDACTED]

25X1A6a

25X1A9a

[REDACTED] has rotated to FE for an assignment in [REDACTED]

25X1A6a

25X1A9a

[REDACTED] has been added to the Staff as Training Officer and Program Coordinator/TR. [REDACTED] has

25X1A9a

reported to replace [REDACTED] will report to replace [REDACTED]

25X1A9a

25X1A9a

k. Of ten Negroes who were considered for the Program, one was rejected outright, two were questionable, and seven seemed desirable. Final disposition: Two were rejected by Security, two were rejected because of suitability considerations on the authority of the DD/S, one declined to take another job, two postponed to go to law school, one is being recruited covertly, and one will be offered a contract if appropriate assignment is developed by a division.

3. Of somewhat less significance were:

a. A new process for speeding up reimbursement of travel costs for invitees has been developed;

b. JOT's in the OCS Programs continue to make outstanding records at Lackland Air Force Base, Fort Benning and Fort Holabird;

c. Thirty-one language awards totaling \$2,662,50 were presented to 23 JOT's;

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d. JOT's who enter on duty well before the beginning of a class have been registered in a Writing Workshop.

4. Principal problems to be attacked in the coming year are:

a. To provide a tenable cover for new JOT's which will not be immediately dissipated by going to work at the new building;

b. In anticipation of reduction of [REDACTED] slots, to develop a plan for recruitment [REDACTED] for training a number of CS type JOT's;

25X1C4a
25X1A6a

c. To provide in the new building adequate space for the expanded JOTP which could not be adjusted after the authorization of the new T/O;

d. To stimulate the adoption of a promotion policy, particularly in the DDP, for handling junior officers (not only JOT's) in order to improve our deteriorating recruitment pitch;

e. To recruit several Negroes of JOT caliber."

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3. Support to JOTP

JOT applicants were interviewed at pre-employment time by this Staff in far greater numbers this year than in the past. On previous occasions assessments were generally not started until after EOD, except for analysis of professional test data. There was an expansion in the number of JOT applicants tested at universities; the number tested for the first six months of CY 1961 (384) was equivalent to the entire CY 1959 (391) and it is anticipated that this trend will continue with the increased emphasis upon recruiting JOT's. The number of universities where JOT applicants can be tested was expanded from 37 to 42.

4. Support to Training

a. Tutorial training on Resistance to Interrogation for special operational cases in which the subject would be exposed to a high risk of capture was initiated. This training is hand tailored to the strengths and weaknesses of the individual which might be exploited by the opposition or used by the individual to resist. Several additional subjects are scheduled for training this fall.

b. Close coordination with the [REDACTED] was developed. Assessment results are used to advise instructors on such problems as the types of training which might augment the individual's progress in the tutorial situation or on handling problems that could arise.

25X1A

c. Briefings on the psychological services of the A&E Staff are now included in several courses: OC, CAO, CLSO, and CSR. Substantive materials on topics such as "Agent Motivation," were included in three courses: CAO, CLSO, and IOE.

5. Support to Office of Personnel

a. Arrangements were made with Director of Personnel for all professional individuals to complete the A&E professional test battery (PATB) as applicants--exceptions to this rule are tested as part of EOD processing. This change permitted the elimination of the pre-training testing requirement for individuals enrolling for the first time in OTR courses who had not previously been tested.

b. Support to regular Office of Personnel functions such as recruitment and panels has continued.